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JUNAM
Rural Value Chain
CONSORTIUM
by **AGEXPORT**
ASOCIACION GUATEMALTECA DE EXPORTADORES



**Guatemala Feed the Future Initiative
Rural Value Chains Project**
Cooperative Agreement No. AID-520-A-12-00003

Annual Work Plan
May 28th to September 30th, 2012

August 30, 2012

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Acrónimos

AGEXPORT	Guatemalan Exporters' Association (Asociación Guatemalteca de Exportadores)
BCM	Business Chain Methodology
COCODE	Community Development Councils (Consejo Comunitario de Desarrollo Local)
COCOSAN	Community Level Food and Nutrition Security Council (Consejo Comunitario de Seguridad Alimentaria y Nutricional)
CODESAN	Department Level Food and Nutrition Security Council (Consejo Departamental de Seguridad Alimentaria y Nutricional)
COMUSAN	Municipal Level Food and Nutrition Security Council (Consejo Municipal de Seguridad Alimentaria y Nutricional)
COMUDE	Municipal Development Councils (Consejo Municipal de Desarrollo)
CONASAN	National Level Food and Nutrition Security Council (Consejo Nacional de Seguridad Alimentaria y Nutricional)
CS	Comité de Selección
DR-CAFTA	Dominican Republic-Central America Free Trade Agreement
FONAGRO	National Agricultural Fund (Fondo Nacional para la Agricultura)
FONAPAZ	National Peace Fund (Fondo Nacional para la Paz)
FPA	Food for Peace Act (previously PL 480)
FTF	Feed the Future Initiative
GHFSI	Global Hunger and Food Security Initiative
GOG	Government of Guatemala
IARNA	Institute for Agriculture, Natural Resources and Environment (Instituto de Agricultura, Recursos Naturales y Ambiente)
ICTA	Institute for Science and Agricultural Technology (Instituto de Ciencia y Tecnología de Alimentos)
IFAD	International Fund for Agricultural Development
IICA	Inter-American Cooperation Institute for Agriculture
INCAP	Institute of Nutrition of Central America and Panama (Instituto de Nutrición de Centroamérica y Panamá)
INCOPAS	Entity of Civil Society Consultation and Participation (Instancia de Consulta y Participación Social)
MAGA	Ministry of Agriculture
MINECO	Ministry of Economy
MSAS	Ministry of Public Health and Social Assistance
MSME	Micro, Small, Medium Enterprises
NGO	Non-Governmental Organization
PEE	Business Value Chains Program (Programa de Encadenamientos Empresariales)
PESAN	Strategic Plan for Food Security and Nutrition (Plan Estratégico de Seguridad Alimentaria y Nutricional)
PIPAA	Integral Program for Agricultural and Environmental Protection (Programa Integral de Protección Agrícola y Ambiental)
PLAMAR	Irrigation and Drainage Master Plan (Plan Maestro de Riego y Drenaje)
PLANOCC	Food Security and Nutrition Plan for the West (Plan de Seguridad Alimentaria y Nutricional para el Occidente)
PRONACOM	National Competitive Program (Programa Nacional de Competitividad)
RFA	Request for Applications
RIMISP	Latin American Center for Rural Development (Centro Latinoamericano para el Desarrollo Rural)
RVCP	Rural Value Chains Project
SESAN	Secretariat for Food Security and Nutrition (Secretaría de Seguridad Alimentaria y Nutricional)
SINASAN	National System of Food and Nutritional Security (Sistema Nacional de Seguridad Alimentaria y Nutricional)
USAID	United States Agency for International Development
USDA	United States Department of Agriculture
USG	United States Government

Datos Generales:

Proponent	JUNAM Consortium
Consortium leader /representative	Guatemala Exporters Association (AGEXPORT). www.export.com.gt/ www.encadenamientosempresariales.com
Program Name	Rural Value Chain Project
RFA number	RFA – 520-11-000003 United States Government-USAID-Guatemala
Consortium Sub-grantees	Save the Children. www.savethechildren.org Rainforest Alliance. www.rainforest-alliance.org
Consortium Sub-contractors	INCAP www.incap.org Vital Voices. Guatemala Chapter www.vitalvoicesguatemala.org Sotz'il www.sotzil.org IICA www.iica.int/esp/regiones/central/guatemala/ Laboratory Commission of AGEXPORT www.glabs.com Differentiated Coffee Commission Handicrafts Commission www.handmadeinguatemala.com Foreign Commerce School
Consortium Strategic Alliances	Associations, Cooperatives, Brokers, Service Suppliers, Public and Private organizations and institutions, International cooperation, Financial institutions, SESAN, MAGA, among others.
RVCP Term	May 28, 2012 - June 30, 2017
Geographical Focus	12 municipalities in the departments of Quiché, Totonicapán and Quetzaltenango in the Western highlands.
Prioritized Sectors	Horticulture, Coffee and Handicrafts
Budget total	US\$ 23,000,000
Project Overall Objective	To expand rural household participation in selected value chains to increase household incomes.
Document name	Annual Working Plan 2012
Period	May 28, 2012 – September 30, 2012
Presentation Date	August 30, 2012
Reference	Lic. Iván Buitrón, Chief of Party ivan.buitron@agexport.org.gt Ing. Carlos Urizar, Rural Specialist carlos.urizar@agexport.org.gt

ANNUAL WORKING PLAN
Del 01 de Julio al 30 de Septiembre de 2012
Rural Value Chains Project

1. Introduction

AGEXPORT and the JUNAM Consortium will start the implementation of the Rural Value Chains Project in 12 municipalities of the departments of the Western Highlands of Guatemala, specifically in Quiché, Quetzaltenango and Totonicapán. So, a series of activities in coordination with the different actors is necessary to be carried out to align efforts towards a strategy for the common intervention that helps reduce the critical situation of poverty, malnutrition and lack of access to food security that exists in the territory.

The RVCP starts its execution at a very opportune for the rural population and is an opportunity to forge a more hopeful scenario in communities virtually living in precarious and in a state of survival.

AGEXPORT through its experience in the implementation of value chains found that the only way to reduce rural poverty is through the generation of income and sustainable jobs that allow the population to improve their conditions and a better access to food and to services such as health and education.

The Annual Working Plan for the period from 28 May to 30 September 2012, focuses on the creation of conditions both at the institutional level, the partners of the Consortium JUNAM actors and the territory before the RVCP can start its execution in the month of October 2012 successfully.

This also means that perform a series of inter-agency coordination with other programs of USAID partners, both with local governments, government institutions and local actors in the territory.

2. Goal and Objectives

The Annual Working Plan for the period May 29th through September 30th 2012 aims to start coordination efforts and strategic planning to enforce the implementation of the project of rural value chains, which is considered to start running in the territory on October 01, 2012.

During the 3 months from the project's starting point, it has been scheduled to write out the documents required by USAID in order to officially start the program:

1. Annual Working Plan
2. Procurement Plan

3. Monitoring and Evaluation Plan

4. Marking and Branding Plan

The elaboration of the above documents requires work of inter-agency coordination between the members of the Consortium JUNAM and local-territorial actors, both at the national level.

It is referred also the formalization with the two major executing partners of the Consortium JUNAM which are Save the Children and Rainforest Alliance, so the signing of the corresponding Sub-grantees with each partner shall be done.

3. RVCP Operation

a. Coordination with partners and strategic institutions.

During the months of July through September, coordination with actors and key partners of the JUNAM Consortium will be held in order to find strategic complementarities that impact on higher results in the intervention of the rural value chains project in the 12 prioritized municipalities.

To do so, it is referred to perform coordination meetings with the different actors and levels of coordination that have been defined as important for the implementation of the project of rural value chains in the territory. Coordination meetings that are planned to be made during this period are:

Objectives	Activities	Results
<ul style="list-style-type: none">• Coordinate the start of activities in the territory	Coordination with actors of the JUNAM Consortium (Save the Children, Rainforest Alliance, INCAP, Vital Voices, Sotzil Association, IICA)	<ul style="list-style-type: none">• Annual Working Plan
<ul style="list-style-type: none">• Define the strategic implementation of the JUNAM Consortium guidelines		<ul style="list-style-type: none">• Performance and Monitoring Plan
<ul style="list-style-type: none">• Designing intervention strategies		<ul style="list-style-type: none">• Marking and Branding Plan
<ul style="list-style-type: none">• Elaborate the Annual Working Plan, PMP and Marking and Branding Plan.		
<ul style="list-style-type: none">• Formalization of Sub Agreement and sub-agreements.		
<ul style="list-style-type: none">• To know the extent of interventions of each implementing partner to define strategic alliances and operational complementarities in the territory.	Coordination with USAID programs (Save the Children, CNCG, URC-health, Local governance, program policy /Chemonics)	<ul style="list-style-type: none">• Inter-agency coordination workshop in Quiché.
<ul style="list-style-type: none">• To know the extent of interventions of each Ministry in the area of influence of the RVCP, to complement support activities for the strengthening of the chains.	Coordination with institutions and government programs. (SESÁN, MAGA MINECO/PDER MICIVI, MINDES, MARN)	<ul style="list-style-type: none">• Establishment of partnerships for future coordination.

<ul style="list-style-type: none"> • To know the extent of interventions of each institution in the area of influence of the RVCP, to complement activities of support for the strengthening of the chains. 	Coordination with institutions and private strategic programs (Banrural, Genesis, ASDIR Guate Invierte)	<ul style="list-style-type: none"> • Establishment of partnerships for future coordination.
<ul style="list-style-type: none"> • Strategic activities to contribute growth at municipal level, both economically and socially. 	Coordination with local governments (departmental governors and mayors of 12 prioritized municipalities)	<ul style="list-style-type: none"> • Define activities for the joint coordination in the territories.
<ul style="list-style-type: none"> • To publicize the intervention and seek complementarities and partnerships for the implementation of the RVCP. 	Coordination with territorial actors (associations, cooperatives, NGOs).	<ul style="list-style-type: none"> • Identification of groups or SMEs with potential for access to the Fund.

b. Formalization

During this period meetings will be held with the two main partners of the Alliance: Save the Children and Rainforest Alliance towards a formal agreement that marks the beginning of activities and the implementation of expenditure according to their proposal and approaches for implementation during the first year of implementation of the project. It has been established as priority, to develop the following:

- Preparation and signing of Sub-Agreements with Save the Children and Rainforest Alliance.
- Coordination for the preparation of the Annual Working Plan with each of the partners.

c. Creation of the Steering Committee and Selection Committee

In order for the RVCP to start its implementation it is necessary to activate both the Steering Committee and the Selection Committee. Within this framework, the following activities will be undertaken:

- Formation of the Selection and Steering Committees, its members are to be selected, so the first coordination meeting will be held in the month of October 2012.
- The regulations of operation of each of the committees will be designed.

It is expected that both the Directive Committee and the Selection Committee will have their first work sessions on October 2012.

d. Conformation of the Administrative Staff of the Rural Value Chains Project

During this period, the identification and the recruitment process of the administrative staff will start; these personnel will be in charge of the financial-administrative implementation of the rural value chains project. The team that should be recruited is as follows:

- 1 Financial Manager
- 1 Sub-Financial Manager
- 3 Administrative assistants
- 1 Procurement Coordinator
- 2 Procurement assistants
- 1 General accountant
- 2 Accounting assistants
- 1 Janitor
- 1 Chief of Party Assistant

4. Implementation of main Components

Component 1: Improved Value Chain Competitiveness

Strategic Objective: Improve competitiveness and expand the capabilities of associative rural SMEs through specialized technical assistance that will increase their productive capacities and management of access to markets.

Activities

Activities to develop during this period have been divided into two areas:

1. Execution of value chains of coffee and horticultural products:

- Coordination with local actors, community organizations and strategic partners for the RVCP starting process.

2. Conformation of the Program Executive Team Members:

The process of identification and recruitment of the technical team members that will be part of the technical area of the RVCP, who will be in charge of the implementation of the rural value chains, will be launched:

- 1 West Subsidiary Coordinator
- 8 Business specialists with specialization in different areas such as food security and nutrition, vegetables, coffee, technology transference, finance and gender;
- 1 Green business Specialist
- 1 Process Specialist
- 1 Business Junior Specialist

In the case of the Chief of Party, Lic. Ivan Buitrón and the Rural Development Specialist (Ing. Carlos Urizar) which are already identified and working on the rural value chains project, the respective recruitment processes will be held for the formal start of activities.

Results

- Staff members hired and ready to start programs operation

Component 2. Expanded Value Chain Participation

Strategic Objective: To expand successful horticultural product and coffee production and sales model to benefit poor rural households.

1. Execution of coffee and horticultural value chains:

- Coordination with local actors, community organizations and strategic partners for the RVCP starting.

2. Formation of the C2 and C5 executive team :

The process of identification and recruitment of the team that will conform the technical area of component 2 starts, it will be formed by:

- Component 1 Coordinator
- 1 Contracts Coordinator
- 1 Technical supervisor
- 1 Accountant
- 1 Monitoring Official for C2 and C5.

Results

- Staff members hired and ready to start programs operation.

Component 3. Improved Agricultural Productivity

Strategic Objective: To improve agricultural productivity through access to new technologies for innovation, climate-change mitigation and adaptation, best management agricultural practices, and market driven certifications that improve competitiveness among associative MSMEs.

Activities

The C3 component can begin to run when the value chains have been identified and starts running in the other components of the RVCP. Activities that will start within this component will be defined in the POA 2012-2013.

Component 4: Expanding Markets and Trade, Unleashing Innovation and Private Sector Investment

Strategic Objective: To develop a project to expand production and commercialization of horticultural crops, with direct participation from the Cooperative 4 Pinos marketing these products in alliance with the Cooperative Federation.

Activities

For component 4 is referred that during the period 2012-2013 the design of the type of Federation of Cooperatives which will be created to facilitate the access to markets of horticultural value chains will be developed. This design will also define the roles of each of the actors, mainly, of the 4 Pinos Cooperative, main partners for the implementation of this component.

Meetings will be held for coordinating with key actors for C4 execution.

Component 5: Increased Food Crop Productivity and Improved Utilization

Strategic Objective: To increase the productivity of food crops grown by rural households for home consumption, and improve utilization.

Activities

The C5 will run in parallel to the C1, C2, C6, so its implementation will start in the month of October 2012.

During this period will hold bilateral meetings both with Save the Children with INCAP who will be responsible for the execution of the C5, the strategy of intervention on the issue of food security it's planned to be defined, based on the results of the baseline from which AGEXPORT has developed in the producer organizations that have been supported by USAID during the 2010-2012 period within the framework of the Convention of rural SMEs who ran AGEXPORT.

Component 6: Improved Competitiveness of Handicrafts Value Chains. Team Leader: AGEXPORT

Strategic Objective: To strengthen women's participation in handicraft value chains and to increase productivity and competitiveness of handicraft producing MSMEs.

1. Identification of Staff members for the Execution of Handicrafts Value Chains:

- Coordination with local actors, community organizations and strategic partners at local and national level for the execution of handicrafts value chains.

2. Executing the RVCP equipment identification:

The process of identification and recruitment of the team that will conform the technical area of component 6 who will be responsible for the execution of the artisanal rural value chains will be launched:

- 1 Handicrafts Commission Manager
- 1 Handicrafts Specialist
- 1 Junior Specialist
- 1 Handicrafts Specialist for the West Branch.

Results

- Staff members hired and ready to start programs operation.

Cross Cutting Activities

a. Environmental Sustainability

Activities

Coordination meetings will be held to start activities in the month of October 2012, the Environmental Management System –EMS- is meant to start for the implementation of the RVCP.

Results

- Coordination with Rainforest Alliance and the Consortium members to design the EMS by the RVCP.

b. Rural Financial Services (Team Leader: AGEXPORT in alliance with HIVOS)

Activities

Within the framework of this axis, coordination meetings this period are scheduled to be held with financial entities as BANRURAL, Genesis and ASDIR, who are part of the JUNAM Consortium.

The objective is to make the first approaches to define strategies and a critical path of working together so that value chains that are supported by the rural value chains project can have access to financial services (credit) in an accessible form.

Results

- Coordination with financial entities to access credit for rural value chains supported by the RVCP.

c. Cultural Identity (Team Leader: AGEXPORT, Sub-contract with Asociación Sotzi'l)

In this initial period, meetings are scheduled to be held to start coordination on a bilateral basis with Sotzi'l Association who will be responsible for the development of activities in the territory. From here on, the strategy of intervention will be defined in the Annual Working Plan 2012-2013.

Results

- Coordination with Sotzi'l Association to define intervention strategy in value chains of coffee, horticulture and handicrafts with a focus on cultural identity.

d. Applied Research and Knowledge Management (Team Leader: AGEXPORT, Subcontract with Academic Institution and IICA)

In the knowledge management axis it is referred to hold bilateral meetings with IICA to coordinate the initiation of activities that are planned from next year.

Results

- Coordination with IICA to define activities carried out during the first year of the RVCP intervention.

e. Gender

Gender, during this first period of work, the program shall define the strategic guidelines for intervention for the strengthening of leadership for women, which will be worked with an alliance with Vital Voices Guatemala.

To do so, meetings will be held on a bilateral basis with Vital Voices Guatemala and all partners of the JUNAM Consortium, together will define an intervention gender strategy both at the level of each of the institutions and territories and the development of coffee, vegetables and handicrafts value chains.

Results

- Coordination with Vital Voices to define intervention during the first year of the RVCP in 18 value chains that will be implemented during the first year of intervention.

5. Development Communication

For the development of the communication component, the creation of a communication unit which will be in charge of the implementation of the Branding and Marking Plan the RVCP are scheduled.

In this sense, the process of recruitment of staff that will be in charge of this Office, will be performed during this period which is formed by:

- 1 Communication development specialist
- 1. Communication Junior specialist

Both persons will be in charge of the design and implementation of Branding and Marking Plan, according to the guidelines of USAID and in coordination with the communication specialists of each one of the partners of the JUNAM Consortium.

As a result, it is expected that a Branding and Marking Plan document will be generated during this period.

6. Performance Management Plan

The Performance Management Plan (PMP) will be developed during this period which will define the system that will be used for the collection and analysis of information enabling you to monitor the fulfillment of the targets and indicators set out in each of the components and crossbars axes of the rural value chains project.

Something important is the recruitment of monitoring and evaluation specialist who will be responsible for the elaboration of the plan, in coordination with the institutions the JUNAM consortium partners must be.

As a result, are expected to have the Performance Management Plan.